

Approved For Release 2002/01/23 : CIA-RDP78-06365A000300020001-7 - 5/0

## Making Employees Available for Training

This list of problems is fairly comprehensive, but it does not state clearly one problem facing the Office of Training which became more clearly defined during the period. ~~One problem~~ was the lack of students for certain specialized courses in fields where the need for trained personnel was most urgent. The Management Staff pointed out the need for a firm Agency policy, supported by implementing directives, which would define the specialized training which the Agency considers necessary for each category of position in the various major fields of Agency activity or as a prerequisite to overseas assignment, with some means devised to provide a reasonably uniform flow of students through the training process. <sup>1</sup>

ported that the Office of the Director initiated the 5% quota policy in September 1954 which required 5% of on-duty civilian staff employees to be in training status at all times. This requirement applied at first to the DD/P area but it was later extended to all Headquarters civilian staff employees. <sup>2</sup> When he issued this recommendation, General Cabell recognized the limitations of the scheme. He wrote: <sup>3</sup>

7. The quota system is a short-range, probably temporary device for facing the fact that the Agency has not trained and is not now training enough people,

<sup>1</sup> Management Staff, Report of Management Survey, Office of Training, 14 January 1955, SECRET, p. 4, in MS files.

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Memorandum for DB/P, DTR, AD/P, from DDGI, 1 October 1954,  
Subject: Clandestine Services Training Quotas, SECRET, in O/DCI/ER,  
"Training" file; CIA Notice [REDACTED], 29 October 1955, CONFIDENTIAL;  
CIA Reg-Approved [REDACTED] 78002/01126; CIA REG-78-06365-0000300000001-7

3 memorandum of 1 October 1954 cited above.

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~~FORM NO 78-365A BOX NO. 3 FLD NO. 24 DOC. NO. 1 NO CHANGE  
IN CLASS/ DECLASS CLASS CHANGED TO IS S C RET. JUST 22  
NEXT REV DATE 09 REV DATE 02/28/14 TYPE DOC. 30  
NO. PGS 2 ORIGIN DATE ORG COMP // OFFICE CLASS S  
REV CLASS C REV COGRD. AUTH: HR 70-3~~

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intensively enough, to carry out our grave and increasing responsibilities. It will operate until further notice, but should be recognized as only the first stage of a strenuous campaign to develop our capabilities. The quotas should be superseded by manpower and career planning which identifies 1) requirements of future operational plans for specific numbers of people with specific skills, 2) the people who will satisfy these needs, and 3) the training they will need. Arbitrary quotas will carry us in the right direction for a while, but as soon as possible we must tailor training plans to the needs of each individual and each operation, and not be satisfied with an arbitrary quota approach.

The net results of the 5 per cent quota system are hard to evaluate. During the first half of the calendar year 1956, the 5 per cent ratio was attained. In defense of the plan General Cabell said, "It is a tangible way of demonstrating that training is an important part of our business, and that we must pay the price for it by devoting manhours to it... We have provided our executives with a tool -- with an understood and specified standard, below which they are not supposed to fall." The General recognized that the plan did not solve all of the training problems. The fact that stimulation of registration of students did not necessarily mean that the training program was better than it was before. The operational courses designed to meet pressing requirements did not have larger enrollments than before. Some executives tended to send to training those who could be spared and to hold back on those who needed special training on the ground that they were indispensable. Some offices used external training credits which

OUR regarded of questionable value. Comptroller, Bureau of the Budget Hearings on FY 1958 Budget, p. 25, SECRET, in Records Center Jobx 59-419. The prepared answer read: "During the third quarter of 1956, 5.3 per cent of the total amount of man hours of Headquarters on-duty staff personnel were spent in a training status." Address by the Deputy Director of Central Intelligence given to the Assembled Personnel of the Office of Training at the Annual Christmas Meeting, "Office of Training Bulletin, January 1957, SECRET, p. 2.

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